Influence of Supervisor Support on Well-Being:
The Meditating Effect of Work-Engagement and Job Satisfaction

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Abstract

The purpose of this study is to measure the Influence of supervisor support and the effect of work engagement and job satisfaction on well-being. A sample of 281 was collected by publishing a questionnaire indicated to the employees of both private and public sectors in the Kingdom of Saudi Arabia. The data was obtained and analyzed through the SPSS IBM program, where the model was developed and reached its final form and this is what distinguishes this study, that the model was not argued in previous studies. The result of this study shows a positive and important effect on the well-being of the employee through supervisor support, which affects job satisfaction and work engagement as mediating roles. Moreover, this study discusses the momentous well-being of employees and its affirmative effects on the employee's professional and personal life, as well as the impact on the organization. In addition, this study offers employers techniques to enhance employee well-being, encourage them to keep a healthy lifestyle, and create a healthy and productive work environment, as well as creativity and critical thinking abilities.

Keywords: *Well-Being, Job Satisfaction, Supervisor Support, Work Engagement.*

Introduction

After the world witnessed in recent years the sudden changes that accompanied Covid-19, it has become necessary for organizations to be fully aware of the negative impact that may accompany the challenges on the well-being of employees and the productivity of the company. Workplace well-being is a critical issue for both employees and employers. It is a necessary mechanism for success and prosperity, an employee's mental and physical well-being can enhance the production of the company and it is profitability as a result. Furthermore, people are the core of organizations in work contexts, and employees with substantial levels of well-being are essential to organizational vitality. Accordingly, maintaining support for their emotional, physical, and psychological health is important, organizations can develop well-being using various strategies and job resources (e.g., work-family balance programs, wellness, and well-being protocols, and open communication channels) (Salanova, 2021). Previous studies have confirmed that a healthy and good work environment increases the output of employees and their loyalty to their work because it has a positive effect on them in getting rid of stress and anxiety. (Ariussanto et al., 2020). In addition, a comfortable work environment benefits employees' well-being and job satisfaction, production workers in industrial businesses produce more if they have a greater feeling of well-being. (Mathews & Khan, 2013).

The well-being of employees at work should be viewed from a broader perspective than it only means the employee's physical and relational health, but rather its impact on the capabilities of employees and the

impact of work on personal and social life, (Litchfield, P. 2020). Well-being does not only mean that there are no negative conditions in the employee's life, such as illness and fatigue, but it also includes positive aspects such as job quality and life satisfaction. (Waddell and Burton), define well-being as "the subjective state of being well, joyful, contented, comfortable, and satisfied with one's life." Physical, material, social, emotional (happiness), development, and activity components are all included. A broader meaning, also emphasized during the Helsinki conference, is "flourishing employees achieving their full potential for both their benefit and that of the organization."

A variety of previous studies have demonstrated an extensive and positive association between supervisor support and well-being (Audenaert et al., 2017; Malik & Noreen, 2015; Van Dierendonck et al., 2004; Yang et al., 2016). They propose that the supervisor's support allows the employee to feel important, appreciated, supported, and loved, resulting in a productive and healthy work environment and increased job involvement. This, of course, suggests that the encouraging and excellent work environment enhances the extent of its well-being of it and is relevant in reinforcing work engagement. On the other hand, Supervisor Support has a positive effect on employee job satisfaction, it reduces the turnover rate and increases work performance (Scanlan & Still, 2013). Still and Scanlan indicated that recognition, appropriate pay, cognitive demands, and supervisor support are factors that increased levels of job satisfaction and reduce employees' voluntary intention to leave.

Supervisors are a good and essential resource for employee support in the workplace. Supervisor support is one of the reasons to reduce work-family conflict and its harmful consequences (Almeida et al., 2016). Some work training programs such as families' supervisory support behaviors (FSSB) have been beneficial in enhancing employee wellness, well-being, and job results (Hammer & Perry, 2019). Besides that, It has been shown as well to improve job satisfaction for employees who are dealing with family conflicts (Hammer et al., 2011). This study examines the supervisor's supportive relationship with employee well-being through job satisfaction and work engagement as a mediator and their close association with the organization's increase in well-being. As the Figure 1:
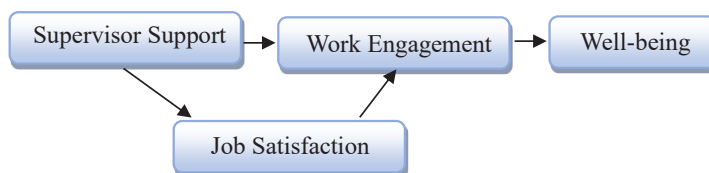
Research Model; Figure 1

Literature Review and Hypothesis Development
The Relationship between Supervisor Support and Work Engagement

Employees are more motivated to work when they have the support of their supervisor (Eisenberger et al., 1986). In theory, supervisor support contributes to improved organizational productivity (Zhou et al., 2016) and job performance through work engagement. (Dysvik & Kuvaas, 2012). Supervisor support has been defined from several perspectives, it has been defined as "the supervisor giving employees a high priority and concerned about their well-being and interests" (Kottke and Sharafinski, 1988). It is also characterized as "the amount the organization present of caring for employee well-being, contributions, obligation, and positive work attitudes" (e.g., Thomas and Ganster 1995; Stamper and Johlke 2003; Sluss, Klimczak, and Holmes 2008).

Organizations provide many initiatives and events such as providing training opportunities to improve the employee's capabilities and acquire many skills, thus increasing the employee's affiliation with the organization and his/her work engagement. Work engagement is defined as the positive and satisfactory state of mind that is characterized by assimilation, vitality, and enthusiasm. This means that the employee is willing to invest his/her effort and offer his energy to work and perseverance in the face of difficulties (Schaufeli, Salanova, González-Romá, and Bakker (2002).

Supervisor Support was positively associated with Work Engagement, and it has been confirmed by numerous previous studies. The study of Kundu and Lata (2017) was one of the most main studies in the field of engagement, and it stated that supervisor support is a fundamental key in promoting work engagement in organizations. This means that employees who have the support of the supervisor feel valued and observed and become more engaged with the work. In addition, employees with a supportive relationship with supervisors and co-workers are more to feel psychologically safe (May, Gilson, and Harter (2004). Leiter and Maslach (1988) and Schnorpfeil, Noll, Wirtz, Schulze, Ehlert, Frey, and Fischer (2002) assert that supervisor support related to higher work engagement.

Considering the supervisor's support as one of the most important sources of job, eminent studies conducted in various professional sectors and different environments confirmed that the supervisor's support is significant in enhancing employee well-being and increasing their work engagement (Caesens, Stinglhamber, & Luypaert, 2014; Hidayah Ibrahim, Suan, & Karatepe, 2019). In addition, these studies show that regardless of the sector and the work environment, the support of the supervisor is crucial for all employees, and that the support of the supervisor helps in the balance of work and family and increases employee engagement at work. (Rathi & Lee, 2017). Hence, research findings seem to support the relationship between Supervisor support and Work engagement. Based on the literature review this hypnosis was formulated:

H1: Supervisor Support has a positive effect on Work Engagement

The Relationship between Supervisor Support and Job Satisfaction

The work must be compatible with the employee's personality, interests, and abilities; otherwise, he will not be satisfied with it. Job satisfaction is defined as the feelings that an employee has towards the organization in which he/she works and the work they do (Acar, 2016; Hackman & Oldham,1976; Yapicikardesler, 2007). The absence of job satisfaction may weaken the capabilities of the employee and the organization (Handsome, 2009). Some elements increase job satisfaction, such as appropriate salaries, the system of bonuses and promotions, and the appropriate quality of work for the employee (Bogler, 2002; Dugguh & Ayaga, 2014; Ma & Mcmillan, (1999).

The practices and behaviors of supervisors within the organization are vital and influencing factors for instance, job satisfaction, commitment and increase job performance (Tak & Wong, 2015). A research study was conducted on different teams working in an organization by (Griffin et al. (2001) to analyze the effect of supervisor support. The results confirmed that supervisor support increases job satisfaction for employees. Moreover, many previous studies indicated that social support in Work such as supervisor support has a positive impact on work outcomes like job satisfaction (Allen, 2001).

Much research found that supervisor support was related to job satisfaction. According to the research findings of (Anderson, Coffey, and Byerly 2002), supervisor support is directly associated with job satisfaction. Additionally, Smith and Shields (2013) research verified Herzberg et al.'s (1959) theory, which is that motivation between supervisors and employees statistically shown an increase in job satisfaction. Thus, research outcomes look to support the relationship between supervisor support and job satisfaction, and the following hypothesis was tested. Based on the literature review this hypnosis was formulated:

H2: Supervisor Support has a positive effect on Job Satisfaction

The Relationship between Job Satisfaction and Work Engagement

Job satisfaction is one of the most crucial elements of success at work and continuity of creativity and superiority. Job satisfaction has been associated with several factors, one of the many being Work Engagement, this study proved that job satisfaction is significant for the employee to feel that he/she is engaged in work. A study by Guglielmi et al. (2016) confirmed that there is a positive relationship between job satisfaction and work participation. Job satisfaction is also an important component resulting from the employee's work Engagement (Yalabik, Rayton, & Rapti, 2017).

Work Engagement has been linked to highly positive work-related outcomes such as productivity and commitment, as well as job satisfaction, and it has been negatively associated with lower levels of absenteeism and turnover. (Salanova, Llorens, Cifre, Martínez, and Schaufeli, 2003). A research study reported that work engagement is affected by employees' job satisfaction (Abraham, 2012; Skaalvik & Skaakvik, 2014). Based on the literature review this hypnosis has been formulated:

H3: Job satisfaction related to high work Engagement.

The Relationship between Work Engagement and Well-being

Organizations seek to provide means of well-being for their employees to ensure a healthy, active, and productive work environment to achieve work ambitions professionally and comfortably. One of the essential ways to provide well-being is employee work engagement. Studies related to work engagement have shown that there is a positive relationship between work engagement and well-being, including related aspects such as life satisfaction. (Mazzetti, et al, 2021). Furthermore, work engagement expresses employees' state and feelings such as joy and satisfaction, and predicts subjective well-being (González, Escribano, Lloréns, Llinares-Insa., 2019). Moreover, work engagement is valuable for the well-being of the employee at work. (Bakker & Leiter, 2010; Bakker et al., 2008)**.**

A strengths-based method for enhancing subordinates' satisfaction, performance, happiness, well-being, and life satisfaction might contribute to increased employee work engagement (Els, Viljoen, De Beer, & Brand-Labuschagne, 2016; Quinton, Swain, & Vella-Brodrick, 2012). According to Bakker, Schaufeli, Leiter, and Taris (2008), work engagement is a satisfactory motivational state of work-related well-being, and it is the antithesis of job burnout. Work Engagement is also an important reflector of employee well-being. (Bakker and Demerouti (2008). Based on the literature review this hypnosis was formulated:

H4: Work Engagement is positively related to Well-being.

The mediating role of Job Satisfaction between Supervisor Support and Work Engagement

As mentioned previously in this study, work engagement is immersion in energy and enthusiasm toward work. Supervisor support can facilitate work engagement by providing employees with the resources they need, (e.g., growth opportunities) and making them feel valued and motivated (Eisenberger, et al, 2002). According to that, a major reason for job satisfaction is achieved. (Locke, 1976). If an employee feels job satisfaction, his/her work engagement will increase. In other words, supervisor support can influence work engagement indirectly by achieving job satisfaction for that, job satisfaction can mediate the relationship between supervisor support and work engagement (Salanova et, al 2010). Based on the result of this study and previous studies this hypnosis was formulated:

H5: job satisfaction as the mediator between supervisor support and work engagement

The mediating role of Work Engagement between Supervisor Support and Well-being

Research has found that work engagement represents a mediation effect between supervisor support and well-being. According to a study by Rich, Lepine, and Crawford (2010) show that supervisory support significantly enhances work engagement. Therefore, employees who are engaged are more likely to sense pleasant emotions and a feeling of purpose and success in their job, which leads to better levels of well-being (Schaufeli & Bakker, 2004). Based on the result of this study and previous studies this hypnosis was formulated:

H6: Work Engagement as the mediator between supervisor support and well-being.

The mediating role of Work Engagement between Job Satisfaction and Well-being

Work engagement is defined earlier as the psychological state of being immersed and absorbed in one's work. It has been demonstrated in previous studies that work engagement can mediate the relation-

ship between job satisfaction and well-being. Since, employees that are highly satisfied with their job are more engaged in work, which may lead to higher levels of well-being through the experience of positive emotions, a sense of accomplishment, and a sense of purpose. (Bakker & Demerouti, 2008). Based on the result of this study and previous studies this hypnosis was formulated:

H7: Work Engagement as the mediator between Job Satisfaction and well-being.

Methodology

Sample and Data Collection

This study was conducted on public and private sector employees in the Kingdom of Saudi Arabia. The data was collected through a questionnaire to measure the research variables, supervisor support, work engagement, job satisfaction, and well-being. The questionnaire was distributed to more than one Saudi company, the samples were taken randomly, with the response of 281 employees.

Measures

Supervisor Support

The questionnaire used to measure Supervisor Support contains ten questions using a 5-point Likert scale of agreement (1 = Strongly Disagree, 5 = Strongly Agree). By (Yeosock, A. San Jose State University)

Work Engagement

Work engagement was measured with 12 items. These items were measured on a 5-point Likert scale of agreement (1 = Strongly Disagree, 5 = Strongly Agree). By (Yeosock, A. San Jose State University)

Job Satisfaction

Job satisfaction measurement is a six-question based on a (Vandenabeele, 2009) questionnaire. The statements Interpretations of the scales: Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A) and Strongly Agree (SA)

Well-being

The questionnaire on well-being includes 14 items containing concepts such as positive personality and health, job demands, control and support, happiness, stress, and fatigue. The items were measured on a 5-point scale. By (Cardiff University, School of Psychology, 2021).

Data Analysis Method

The quantitative methods used to analyze data are descriptive statistics (mean and standard deviation), reliability statistics, Cronbach's Alpha, and the correlation matrix of all variables were examined using SPSS software. Then, path analysis was conducted using AMOS.

Results

Descriptive Frequencies

Table 1 shows the respondent's demographic Variables, including gender, age, and experience of participants.

Table 1	Demographic	Variables
Gender	frequency	percent
Male	83	29.5
Female	198	70.5
Total	281	100
Age	frequency	percent
Less than 20 years	3	1.1
Between 20-30 years	47	16.7
Between 30-40 years	111	39.5
Between 40-50 years	92	32.7
Older than 50	28	10.0
Total	281	100
Years of experience	frequency	percent
Less than 3 years	63	22.4
From 3-7 years	38	13.5
From 7-15 years	101	35.9
More than 15 years	79	28.1
Total	281	100

Descriptive Statistics

Table 2 demonstrates the descriptive statistics of the research variables, consisting of mean, and Std. deviation. In the table, Well-being had the lowest mean of 3.4989832, and Supervisor Support had the highest mean of 4.084.

Table 2 Descriptive Statistics

	Mean	Std. D	N
Supervisor Support	4.084	.7612	281
Job Satisfaction	3.8962040	.84292187	281
Work Engagement	3.9525504	.77223805	281
Well-Being	3.4989832	.56617391	281

In Table 3, the correlations between variables are demonstrated. According to the findings, there was a positive correlation between Supervisor Support and Work Engagement (r=0.727; < 0.01). There is another positive correlation between job satisfaction and work engagement (r=0.764; < 0.01). Finally, there is a significant positive correlation between work engagement and well-being (r= 0.267; < 0.01).

Table 3 Correlations

		Supervisor Support	Job Satisfaction	Work Engagement	Well-Being
Supervisor Support	Pearson Correlation	1	.519**	.727**	.235**
	Sig. (2-tailed)		.000	.000	.000
	N	281	281	281	281
Job Satisfaction	Pearson Correlation	.519**	1	.764**	.227**
	Sig. (2-tailed)	.000		.000	.000
	N	281	281	281	281
Work Engagement	Pearson Correlation	.727**	.764**	1	.267**
	Sig. (2-tailed)	.000	.000		.000
	N	281	281	281	281
Well-Being	Pearson Correlation	.235**	.227**	.267**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	281	281	281	281

**. Correlation is significant at the 0.01 level (2-tailed).

Reliability Analysis of the Scales

Table 4 shows the reliability analyses conducted for Supervisor Support, Work Engagement, Job Satisfaction, and Well-being. According to the reliability analysis, Cronbach's Alpha for Work Engagement was 0.949. While the reliability of Well-being was 0.758. The reliability of Job Satisfaction was 0.910. The reliability of Supervisor Support was 0.926. Based on these findings, the scales are reliable and acceptable.

Table 4	Reliability Statistics	
	Cronbach's Alpha	N of Items
Work Engagement	.949	12
Well-being	.758	14
Supervisor Support	.926	10
Job Satisfaction	.910	6

Table 5 Model Fit Result Summary

CFI	1.000
IFI	1.001
TLI	1.002
χ^2 CHI-SQYARE	1.646
DF	2
RMSEF	.000
NFI	.997
GFI	.997
AGFI	.985

Path Analysis for Testing Research Model

A path analysis was conducted using (AMOS) version 23 to test the hypotheses. The theoretical model displayed in Figure 1 was tested. Table 5 shows a summary of the results of model fit. The indicators show that the study's model fit adequately (CFI = 1.000 IFI = 1.001, TLI 1.002, χ^2= 1.646 DF = 2, RMSEA =.000). The study reached the best model.

Structural Path Analysis Results

	Estimate	S.E.	C.R.	P	Label
Job Satisfaction ← Supervisor Support	0.574	0.057	10.147	***	
Work Engagement ← Supervisor Support	0.458	0.037	12.516	***	
Work Engagement ← Job Satisfaction	0.486	0.033	14.695	***	
Well-being ← Work Engagement	0.195	0.042	1.2629	***	

According to Figure 2, the effect of supervisor support on work engagement (β=0.46; P<0.01) was confirmed supporting (H1). Moreover, the effect of supervisor support on satisfaction support (H2). Also, the effect of job satisfaction on Work Engagement support (H3). Finally, a significant effect of work engagement (β=0.20; P< 0.01) on well-being support (H4). Previous result support (H5, H6, H7).

Discussion and Conclusion

This research investigates the effect of Supervisor Support and Job Satisfaction on Work Engagement and the effect of Work Engagement on Well-being. Moreover, the study aims to examine the mediating

role of Job Satisfaction between Supervisor Support and Work Engagement and the mediating role of Work Engagement be-tween Supervisor Support and Well-being and finally, The me-diating role of Work Engagement between Job Satisfaction and Well-being in the Saudi private and public sectors.

Figure 2. The Model Analysis

As specified by the first hy-pothesis (H1), Supervisor Sup-port can positively support and predict Work Engagement. This result agrees with the findings of some studies such as (Jessica Xu, and Helena Cooper Thomas, 2011)This result means that if the employee receives adequate support and encouragement from the supervisor and he/she was provided with resourc-es to develop skills and abilities, the employee will be more active and engaged to work. While the second hypothesis (H2) results that Supervisor Support can positively affect job satisfaction. This result consents with the findings of **Wayne et al. (2006)**. This result means that one of the reasons for the employee's job satisfaction is the supervisor's support for an employee and providing him/her with work needs to promote positive behaviors and happy emotions at work.

According to the results of the third hypothesis (H3), that job satisfaction can be supported positively by Work Engagement. The result agrees with the findings of **Christian et al. (2009)** and **Schaufeli et al. (2002).** This result means that when an employee sense job satisfaction at work and the job he/she does, including appreciation of effort, recognition of achievements, and encouragement for the better, the employee feels more engaged in work. According to the results, the fourth hypothesis (H4) supported that Work Engage-ment can positively affect Well-being (H4). This result agrees with the findings of **Schaufeli et al. (2002)**. The result of the most important relationship in the research means that a healthy work environment that is full of positive feelings and support is related to work engagement, which in turn guarantees the well-being of the employee.

In addition, regarding (H5) results s that Job satisfaction can mediate the effect of Supervisor Support on employee Work Engagement. The result of this mediation indicates that the supervisor's support is sig-nificant for acquiring job satisfaction, which reflects the employee's experience of good and comfortable feelings at work, which leads to increases in the sensation of work engagement, the findings of a study (**Christian et al., 2009**) confirmed this result. The sixth hypothesis (H6) results supported that Work En-gagement can mediate the effect of supervisor support on well-being. This result agrees with the findings of (**Xu et al., 2011**). This result means that the supervisor's support for the employee through, for example, providing skills development programs, encouraging, and providing a healthy environment, and allowances that increase an employee's work engagement, since this is significant to achieve the employee's well-being.

The final hypothesis (H7) results support that Work Engagement can mediate the effect of Job Satisfac-tion on well-being. This result agrees with the findings of (**Xu et al., 2011**). This result means that in a work environment in which employees feel job satisfaction, they are engaged in the work and therefore feel the well-being in their work and provide the best of what they have. At the end of this research, it was inter-esting to research these variables because of their great importance in building a healthy and comfortable
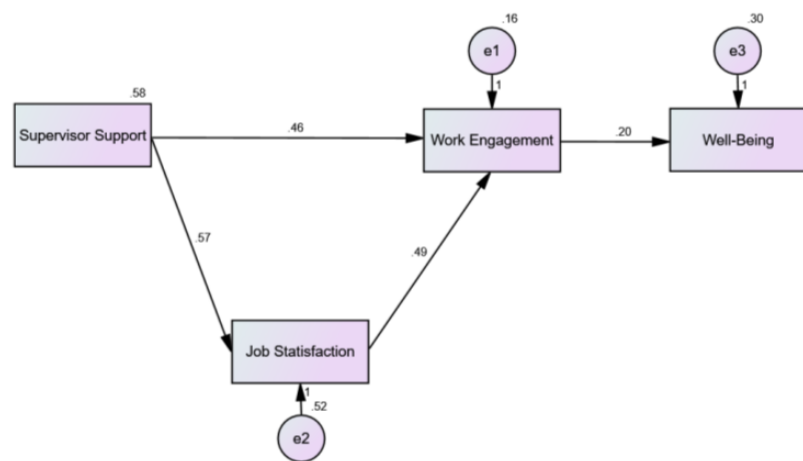
work environment that increases creativity and productivity, assistances balance between work and family and supports the employee in various circumstances.

Practical Implications

This study was conducted to highlight the importance of the well-being and health of employees in the workplace. Especially for organizations because of its benefits and raising productivity professionally and comfortably for employees. Employee well-being has been studied in many studies, and each time its importance and positive impact on the workplace have been proven. Subjective well-being contributes positively to individuals' productivity and full functioning (Bakker, 2009; Fisher, 2003; Maslach et al., 2001) and is essential at work because many people spend a third of their lives in the workplace.

Today, work has become an important part of a working person's life because he may spend most of the day in the workplace. Therefore, it must be a suitable environment and the employee feels good about it to produce and innovate more (Siqueira & Padovam, 2008). Deci and Ryan (2008). There are strategies that the organization is keen to provide for employees to work in an encouraging and healthy environment, including providing programs that help the employee to focus and not be distracted, for example, the stress management program at work (Tetrick & Winslow, 2015). Because such programs enhance employee welfare.

This is confirmed by Scheibe and Zacher (2013) that the ability to manage negative emotions at work is a prerequisite for reducing stress, anxiety, and job stress. Also, developmental factors have indicated over the years that organizational factors that are affected by well-being such as support, organization, and perception of justice (Paschoal, 2008), reduce absenteeism and turnover, and increase performance (Warr, 2007) and Mellor, Dufoix, Saunder, Albert, and Collange (2018) By investigating factors that increase work well-being, including positive attitudes at work and social support, which is inseparable from the supervisor's support.

Limitations and Further Research Directions

There are several limitations to this study. One of the limitations is that the data was obtained in the Saudi workplace. It is advised that future studies test the model in different civilizations and extend the sample size so that the results may be generalized. Finally, while this study questionnaire was completed by employees in the private and public sectors, future research might include nonprofit organizations.

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